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RECRUITER

The United States Army Recruiting Command

JOURNAL - SEP 94



Army Statistics

Number of active Army soldiers 563,555

Total Force: 1,519,991

Commissioned and warrant officers	86,753
Enlisted soldiers	472,671
West Point cadets	4,131
Reserve Officer Training Corps	31,606
Civilian employees	283,900
Army National Guard (a/o Apr 94)	405,753
Army Reserve	235,177

Officer composition

Captains, lieutenants	60.6%
Colonels, lieutenant colonels, majors	38.9%
Generals	0.5%

NCO composition

Staff sergeants, sergeants	73.1%
Sergeants first class	20.1%
Master sergeants	5.3%
Sergeants major	1.5%

Women:

Comprise 12.8% of active Army
Number on active duty has increased from 13,000
in 1972 to 72,128

Enlisted women	60,579
Commissioned officers	10,537
Warrant officers	523

Families:

Married officers	79%
Married enlisted soldiers	62%
Soldiers married to servicemembers	35,039

Education:

Officers with bachelor's degrees	98.2%
Officers with master's degrees	41.2%
Officers with doctorates	1.2%
Warrant officers with associate's degrees	61%
Warrant officers with bachelor's degrees	21%
Warrant officers with master's degrees	3%
Enlisted soldiers with bachelor's degrees	3%
Enlisted soldiers with HS diplomas	90%

Racial/ethnic composition:

	Force (%)	Commissioned officers (%)	Enlisted (%)
White	62.0	82.0	59.0
Black	27.0	11.0	30.0
Hispanic	5.0	2.7	5.0
Other	5.0	4.2	6.0

Retirees (a/o June 93)

Retired members	611,839
Average officer retirement rank	LTC
Average officer retirement age	43 yrs
Average enlisted retirement rank	SFC
Average enlisted retirement age	41 yrs

(Office of the Deputy Chief of Staff for Personnel statistics, March 1994)



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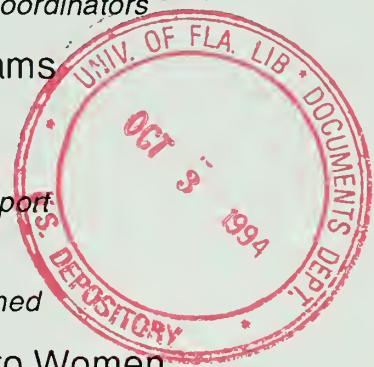
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Giving

by Louise Eaton, A&PA Marketing

A dog I've never met has changed my attitude.

Albert Schweitzer said that the only true happiness in life was to be found in service to others. But sometimes I lose sight of my service as a federal employee. I must confess that as fall approached, I didn't look forward to an annual visit by some overworked person tasked to collect for CFC. The Combined Federal Campaign is, however, the one true opportunity for altruism that the federal government offers me.

A person I once worked with used to keep his CFC lapel sticker in his desk drawer from one year to the next. A clever evasion, he would pull it out and wear it each year to forestall the annual solicitation.

Some others I know, aware that commands like to be able to claim 100 percent participation, routinely give one dollar. Better than nothing, but how much good does it really do?

Have we somehow lost sight of what CFC is and what it can do? Has this consolidation of charitable giving distanced us from what it is all about?

It must have sounded like a great idea — instead of having hundreds of charities hit us up separately throughout the year, let's combine them into a single campaign. A neat, clean solution, but has it backfired by leaching the meaning out of the act of giving?

One year I actually read through the entire CFC Handbook — page after page of worthy causes, organizations I really believed in, people who I knew were doing good work helping others. But listed as they were, the pages of worthwhile charities and good causes were not inspiring, but rather, they were reminders of the overwhelming depth and breadth of pure, unmitigated need out there. How could what little I had to give possibly

make an impact on such need?

Mother Theresa said if you can't feed one hundred people, feed one. So I kept looking.

One entry caught my eye — "Seeing Eye Dogs," it said. And I thought about seeing. I thought about dogs — the dogs I have known and loved, and about the human-animal partnership.

I filled out my form, wrote out my check and handed it in, but the action didn't stop there. It kept on working inside me all day long. I loved the idea of contributing to a seeing eye dog for a blind or sight-impaired person. I was able to help one person.

That glow has lasted a long time. It comes back every fall like the brilliant flare of red maple

leaves. I know it's coming.

I used to hope that I would not be tasked to run the campaign in my work area. I anticipated the groans. I imagined that man searching in his desk drawer for his CFC lapel sticker circa 1965.

Then I remember "my" seeing eye dog.

Mother Theresa and Albert Schweitzer were both right, but sometimes with CFC, it's hard to see the good we do, other than giving the command a 100 percent participation rate to boast about.

But the idea of that dog stays with me, a warm, furry, reliable help to someone denied what I take for granted every day — sight. I can see that dog in my mind.

This year I think I'm going to steal that man's lapel sticker from his desk. Maybe I'll even volunteer to be the CFC point of contact, as long as I can keep the image of that dog in my mind.

That seeing eye dog has helped me to see a little better myself, something I was blind to before — the wonderful opportunity CFC offers me.



Command reorganization

■ In FY 95 the following changes will be made to the USAREC structure:

- A provisional brigade headquarters will be established at Fort Knox on 1 Oct 94. This brigade will command the following battalions: Minneapolis, Chicago, Indianapolis, Great Lakes, Cleveland, and Columbus. Also, a new battalion headquarters is being considered in Wisconsin, with a projected operational date of 1 Apr 95.
- Columbia and Raleigh Recruiting Battalions will transfer from the 1st to the 2d Recruiting Brigade, effective 1 Oct 94.
- New Orleans Recruiting Battalion will transfer from 2d Brigade to 5th, effective 1 Oct 94.
- Beckley Recruiting Battalion will transfer from the 2d to the 1st Recruiting Brigade, effective 1 Oct 94.
- Brigades are encouraged to begin coordinating and planning efforts to ensure an orderly transition.

POC is Mr. Frank Cloutier, DSN 464-0150 or (502) 624-0195



Reserve restructuring: Who's going where?

■ In a major reorganization plan, pending CSA approval, the Army Reserve will close half of its 20 stateside ARCOMs. The 10 remaining commands will be renamed as reserve support commands (RSC) and will retain their command structure and missions, but on a wider scale. Three commands will be converted to reserve support groups (RSG) under a brigadier general to assist in managing the largest of the RSCs. The other seven will be closed and possibly be replaced by units with other functions.

The RSCs' boundaries will be drawn to correspond with the standard federal districts. This alignment will facilitate Reserve reaction in support of natural disaster relief. The plan calls for the new commands to take on the numbering and colors of Reserve divisions that fought during World War II. The three overseas commands in Germany, Hawaii, and Puerto Rico are not affected by the changes.

New RSC (Region)	New RSG	Eliminated
94th ARCOM (I)		79th ARCOM
77th ARCOM (II)		81st ARCOM
99th ARCOM (III)		83rd ARCOM
121st ARCOM (IV)	120th ARCOM	86th ARCOM
88th ARCOM (V)	123d ARCOM	97th ARCOM
122nd ARCOM (VI)	90th ARCOM	102nd ARCOM
89th ARCOM (VII)		125th ARCOM
96th ARCOM (VIII)		
63rd ARCOM (IX)		
124th ARCOM (X)		

Sales message

■ Denis Waitley, one of America's most sought-after speakers and a bestselling author on motivation, discipline, and leadership, says:

- 80 percent of all sales are made after the fifth call
- 48 percent of all salespeople make only one call, then cross the prospect off their list
- 25 percent of all salespeople quit after two calls
- only 12 percent of all salespeople make three calls
- less than 10 percent of all salespeople make five calls or more, but these are among the highest paid people in the country, even when compared to celebrities, sports figures, and corporate executives

(RCTNP)

New battalion commanders assigned

■ The following officers have been selected for USAREC battalion commands.

Battalion	Name	Date
Recruiting Support Bn	LTC George B. Wright Jr. (46)	Jul 95
Albany	LTC William O. Biggs(SC)	Jun 95
Beckley	MAJ(P) Charles C. Powers Jr. (FA)	Jul 95
Cleveland	LTC Olin E. Saunders Jr. (AV)	Jun 95
Dallas	LTC Robert E. May (QM)	Jul 95
Des Moines	LTC Eugene F. Nosco Jr. (MP)	Apr 95
Great Lakes (Lansing)	MAJ(P) Scott W. Christie (FA)	Aug 95
Harrisburg	MAJ(P) Kenneth R. Allen Jr. (MP)	Jul 95
Indianapolis	LTC Nathan W. Huggins (FA)	May 95
Jackson	LTC Daniel E. Holstead (IN)	Aug 95
Jacksonville	LTC Brenda L. Harris (FA)	Jun 95
Kansas City	LTC James A. Leach (MI)	Jul 95
Los Angeles	LTC Kenneth M. Obermeyer (IN)	Dec 94
Nashville	MAJ(P) William O. Hillard (AV)	Aug 95
New Orleans	LTC William O. Griffin (IN)	Sep 95
New York City	LTC Anthony F. Parker (AD)	Jul 95
Oklahoma City	LTC Stanley L. Warrick (AR)	Aug 95
Philadelphia	LTC Richard A. Brisson (IN)	Jul 95
Phoenix	LTC Joseph E. Andrade (SF)	Jul 95
Pittsburgh	LTC Donald C. Spiece Jr. (FA)	Oct 95
Salt Lake City	LTC Thomas P. Piskel(AR)	Jul 95
Seattle	LTC Steven B. Henry (FI)	Aug 95

Youth relations program

■ The Department of the Army conducts a recognition program called the Youth Relations Program for both Eagle Scouts and Gold Scouts. This program recognizes the achievements and community involvement of America's youth. Certificates are awarded for attaining Eagle

Scout rank or the Girl Scout Gold Award, or for acts of heroism or community involvement.

Mr. Bob King at DA Community Relations is the point of contact for this program. Supporting youth organization officials may send nominations to HQDA (SAPA-ZDA), Mr. Bob King, Chief of Public Affairs, 1500 Army Pentagon, Washington DC 20310-1500.

In the case of awards not con-

nected with a youth organization, a recruiter or community official may forward the nomination with a justification attached. The certificate (DA Form 5963) is filled out and sent to the nearest recruiting battalion. The battalion A&PA coordinates with the youth organization or community to have a recruiter present the certificate at an Eagle Scout Court of Honor, a Gold Award Dinner, or a community event.

Currently, Mr. King distributes approximately 1,000 certificates a month. Additionally, Eagle Scouts receive a promotion to Pvt2 upon joining the Army.

FY95 officer draw-down

■ The Army is about 85 percent through its officer draw-down, according to personnel officials. Fiscal 1995 will see the service trim down by about 2,300 officers. Ensuring Army readiness, the 1995 Officer Drawdown Program focuses more on quality than quantity.

"The drawdown will be much more skill-based than it has been in the past," said COL Charles Henning, chief of the Officer Personnel Division, ODCSPER. "Officers with critical or shortage skills will find that very few programs will be available to them, as far as separating before their obligation is complete."

Early Retirement will still be offered to officers in excess skills and grades, who have 15-20 years of service.

Army News Service

Features and benefits

— Importance of the ‘word picture’

by MSG Ray Kuklinshi

In the June and July articles we discussed the first two steps of the sales cycle: establishing rapport and determining needs and interest. Those two steps are very important; together they gather the information necessary to enter the next and most critical step of the sales cycle, the presentation of features and benefits.

This critical step is designed to confirm and satisfy your prospect's needs and interests, by presenting facts, evidence, and benefits. When done correctly it will convince your prospect that you can satisfy their needs and desires. This step is critical to the sales presentation and if done properly will overcome many objections. The more alive and personalized you make your presentation the better your prospect will understand it and consequently make an intelligent decision.

This brings us to the purpose of this article, painting word pictures. Most successful sales organizations to include USAREC, employ sales aids, i.e., JOIN, Sales Book, and RPIs. Sales aids not only reinforce a salesman's presentation but also help the customer visualize themselves using their product. More importantly, sales aids give the salesman a starting point to begin painting word pictures, for example, "John, put yourself in that picture," and then relate a personal story making sure the prospect is included. What better way to illustrate your presentation, than to put the prospect right in the picture with you? Make them part of your story. This is where you can use first-hand experiences to present evidence and show benefits. It keeps the sales interview interesting and the prospect interested.

*Sales aids
give the
salesman a
starting point.*

Today's computers and software, specifically JOIN technology, have taken sales aids to a new dimension. Features and benefits now come alive on a video screen simply by touching a button. Technology in this instance is good; however, it keeps at a distance that needed rapport with the prospect. Don't get me wrong, the JOIN and sales book are good aids; however, keep in mind they are only aids. They must only be used as originally intended, to support the sales presentation. It's your word pictures the prospect will remember, not the words of an actor eloquently reading a

script on a video disk. Often-times it's your personal experiences, through word pictures, that give your prospect his or her first view of the Army and how they will fit in.

Don't think that "word picture" is a newfangled sales tool some genius recently invented. It's been around since people were able to tell stories. In the days of radio, before television was invented, serial mystery and action shows such as **The Green**

Hornet, **Hop-a-Long Cassidy**, and **The Shadow** were very popular. In each episode, scripts were read by actors who brought to life the characters and scenes in your mind. We all do the very same thing when someone relates an experience to us. It's natural. We listen to them and then formulate a picture in our minds based on our own similar experience or knowledge about the subject. Since we already possess this ability, why not put it to good use, for our benefit?

Did you ever have something in your possession you didn't really know how to use and when you found out how to use it, didn't know how you got along without it? I believe the word picture is one of those things. I'm going to show you how to refine and use an ability you already possess. The following example shows a **feature** presented

without a word picture, "So John, adventure seems to be the most important thing you desire out of an Army enlistment. Maybe you qualify for the airborne option."

Now the same feature with a word picture: "So John, adventure seems to be the most important thing you desire out of an Army enlistment. John, if you're looking for adventure, to me there is nothing more exciting than standing in the door of a C-141 looking down at the jump zone, hearing and feeling the roar of the engines, the wind howling through your helmet and your heart pounding in your chest waiting for the jump master to yell 'go!' Then that brief moment of free fall and the jarring pull as your chute opens, is that the kind of adventure you're looking for, John?"

Can you see how the word picture put John in that airplane, and led to an emotional close? That's exactly the result you want.

Just to show you word pictures work with any feature, let's try money for college. The following example is without a word picture. "Cynthia, what you're telling me is, money for college is the most important thing you would desire out of an Army enlistment. Maybe you can qualify for the \$30,000.00 Army College Fund."

Now the same feature with a word picture: "Cynthia, what you're telling me is, money for college is the most important thing you would desire out of an army enlistment. You know, most young people like yourself either can't afford college or at best go in debt for a long period of time. What your looking at here, Cynthia, is receiving up to \$30,000 of debt-free money, to be used by you, to attend any course of study in any college or university you desire. Is that the kind of college money you're looking for, Cynthia, where the only thing you have to worry about is studying for your college degree?"

Notice how I painted her into a negative picture, then took her out by painting her with \$30,000 of debt-free money for college which led to a natural close.

Cynthia's picture would have been more effective if her course of study and desired university were known. Remember, once the dominant buying motive has been identified it's important to continue probing. It will supply you with the information needed not only to paint a good features and benefits picture, but to effectively close the sale.

As stated earlier, we all possess the ability to paint word pictures, so why not give it a try? Use the examples in this article as a guide, and develop your own pictures based on your personal experiences. Then incorporate them into the features and benefits portion of your sales presentation or

*At the very least,
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anywhere for that matter. At the very least, word pictures will keep the attention of your prospect and make your presentation more personalized. Remember, you are dealing with young impressionable people, and believe it or not they respect you and want to be liked by you. Make them part of your sales presentation, and when they leave your office, whether they join or not, they should feel they've made a new friend.

It's very important to keep in mind that word pictures or any other suggestions for that matter, are not in themselves cure-alls for weak sales presentations. They will only work when used in conjunction with a good sales presentation. So it's important, especially for you new recruiters, to practice your sales presentations and then try some of these suggestions. It's simple suggestions like these that can give you the edge, and make you the successful recruiter you want to be. I can picture it now. There you are at the USAREC annual awards banquet standing between MG Simpson and CSM Hickie, proudly accepting the award for recruiter of the year . . . there I go again, painting pictures.

Good recruiting.

Comments and suggestions for future articles? Contact SFC Francis, at 1-800-223-3735, ext. 4-8991.

Poster policy explained

by MAJ Mike Burbach
HQ USAREC A&PA

In a recent letter to HQ, USAREC, a battalion commander criticized our latest Army Reserve poster, "Electrical Engineer," which was featured as the back cover on the August issue of the *Recruiter Journal*.

"A number of us looked at it and wondered why an electrical engineer looks like he's a medic," wrote the commander.

The poster, sent to the field in June, features Army Reservist Luther Stephens, a Special Forces medic one weekend a month. Stephens is pictured in BDUs treating a wounded soldier. Across the photo is a large headline, "Electrical Engineer," which is Stephens' civilian occupation. Based on the battalion commander's comments, an explanation of our Army Reserve advertising strategy is in order.

(Side note: We realize Special Forces units are leaving the Army Reserve, a decision made by Department of the Army after production began on this poster. Since our posters are image builders and not MOS sellers, we decided to release the poster anyway.)

"Electrical Engineer" is the seventh poster in the USAR **Profiles** campaign. The intent of **Profiles** is to show prospects they can do something different in the Army Reserve. Research tells us that's a major benefit of USAR service.

It's the drastic difference between photo and headline that gives the campaign "stopping power."

Some examples of **Profiles**: The mandatory USAR poster currently in the field, "Sergeant," ("Electrical Engineer" is optional based on wall space) shows Army Reservist Jacqueline Wiegand at work for Saks Fifth Avenue in Chicago. In the USAR, she's a medical supply NCO.

One of our recent Money for College posters, "Business Major," featured Ruben Castillo, an Army Reserve mechanic and student. He was shown working on the engine of a HMMWV.

The posters are large copies of the USAR print ads run in magazines. That is done to save money and to maintain an integrated campaign.

"Profiles" also extends to our television and radio advertising. For example, our 30-second television commercial,

aired often on Late Show with David Letterman, shows Reservist Reba Leonard working intently at a computer in an S-2 tactical operations center. Superimposed on the screen is her civilian occupation — financial analyst.

Research indicates the "Profiles" campaign is working.

- The New Recruit Survey (through February) indicated 40 percent said advertising was "very important" or "somewhat important" in their decision to contact a USAR recruiter.
- The Youth Attitude Tracking Study (1990-92) shows that the USAR is at least 10 percentage points ahead of the next Reserve "service of choice" among males age 16-24.
- And the USAR Quantitative Strategic Research Study (1993) found that 26 percent of young males responding first became aware of the Army Reserve through advertising.

Launched in late 1991, "Profiles" is currently undergoing a copytest. Results will help decide the campaign's fate in FY 95 and beyond.

After a year

— Recruiters and their families are the CG's priority

As MG Kenneth W. Simpson approaches the end of his first year in command of Army recruiting, he reflects on what makes USAREC the vital organization it is.

Before I got here, I received a lot of input about the Recruiting Command, and those people emphasized what's different about recruiting from other organizations — the environment, the work ethic, the language, the acronyms, the processes. The natural tendency of people who tell you about recruiting is to talk more about what makes recruiting different from an Army division or other large organizations.

I guess at first brush I thought they were right — there's much that's different about recruiting. But even with my lack of familiarity about some of the systems that run recruiting, some of the terms and operating principles, I've got to tell you that it didn't take very long before I concluded that there are more similarities than differences.

Let me explain. People assume that our companies, battalions, and brigades are different, that they aren't really like companies, battalions, brigades at, say, Fort Hood, for example. But there are many similarities — people, budgets, training, mission, admin, logistics, and operations systems. The only real difference between a recruiting battalion and an artillery battalion is the output. We have people systems, logistics systems, budget systems. Additionally, you have command and control, you've got morale, welfare, and discipline, you've got families, you've got training — things you find in most Army organizations. The output is different, but the systems that run them are very similar.

It shouldn't surprise anyone that the role of families in this organization is a matter of great importance to us. One of our similarities with the



MG Kenneth W. Simpson

rest of the Army is that the Army came to realize that support of family is vital to the readiness of the Army. Family is every bit as important at USAREC. Because we don't have the benefit of installation services to support our recruiters, we *must* have family support programs.

Our programs must work, they are critical — they are vital to the health and well-being of the organization as a whole. Here's why. Army families are used to having the installation hospital, commissary, PX, family support group, even if they don't live on post. When these same families come to recruiting, the overwhelming majority of them won't have access to those support systems they have become accustomed to. Shopping in civilian stores, using civilian medical facilities, sending children to schools that have almost no military populations, living in very stable neighborhoods where you're the only new face on the block —

that kind of change can be very traumatic to a family that is used to and comfortable with the support military installations generally provide.

Families and the things we do for our families are critical. What USAREC is trying to do is maintain a robust program for family support. There has been money allocated for family support and people hired to work as Family Services Coordinators. Don't forget the others who dedicate large parts of their day to family programs; we have hundreds of volunteers who don't get paid and don't show up on organization charts, but who volunteer to help units maintain good, solid, viable family programs.

It has to be of some comfort that when a new recruiting family comes to a place with no military installation, their unit is working toward making sure that family is supported and cared for, that we try to be proactive in the civilian community.

I can't emphasize enough the importance of family support groups — a recruiter concerned about family will be distracted from work and will raise the stress and anxiety levels of everyone around. That's not good for recruiters, their families, for USAREC or the Army. Family programs are critical and require our constant attention. I want everyone in USAREC to know that their leadership is committed to making sure those programs get the resources and support they need.

We don't have all the answers to family support. It's a continuing process, an evolution. The needs of our families change, too, over the years. We must continue to have these forums for family members and soldiers and experts in the field so we can stay attuned to the needs of the field and try to resource what's needed.

The feedback I got was that the last symposium was very successful. We're going to do this as often as necessary to ensure representation and that the changing needs are communicated.

We cannot afford not to take care of our recruiters and their families. The job our recruiters do is just too critical to the Army and the responsibility

we bear for the American people is too great for us to fail. I have every confidence in our noncommissioned officers.

Over 75 percent of the leaders in the Army are NCOs. As a new recruit, my first leaders were NCOs. I believe that whatever standards you develop as an enlisted person in the Army you get from the NCOs. They train you; they give you discipline, make sure your needs are taken care of. Soldiers face NCOs day in and day out, NCOs are the ones who make the Army go. Have you seen that bumper sticker "NCOs make it happen"? That's a truthful state-

ment. Long ago I concluded that if anything was going to happen, it would be when the NCOs decided to make it happen. That's not unique to me; everyone in the Army has been exposed to this.

Our recruiting force comes from the field. No one

enters the Army a recruiter. We grow the recruiter. We go out and we find the noncoms with proven leadership ability, and we bring them to USAREC and make them field recruiters. Those who remain and convert to career recruiters are those who have shown themselves capable in recruiting and have demonstrated leadership in this business.

We've got to be sure we don't make management decisions that burden our NCO leaders, that we don't encumber them in some way so that they are unable to do the things NCOs traditionally do. For example — station commanders. Station commanders need to *know* that they are in charge.

When we brought them from "the field" where they were a squad leader or a section chief, they knew they were in charge of their squad or their section — there was never any question about it. When we make them a station commander, nothing is different. They are in charge of that station. They are responsible for everything the station does or doesn't do.



Now, I've got to make sure they have the authority to do that. Success 2000 is directed at exactly that. I don't recruit anybody. In fact, no one is getting recruited into the Army outside of our recruiting stations. Company commanders, battalion leadership teams and staffs, the USAREC staff, none of us are putting anybody into the Army. The only way USAREC is going to make its mission is when recruiting stations and the recruiters within those stations make it happen.

Station commanders need to understand that USAREC's success or failure in meeting the Army's manpower requirements depends largely on how well they do their job. It's an awesome responsibility. You need to make your mission, you need to take care of your people — two traditional missions we give any leader — we expect station commanders to do that, that is their responsibility.

I have said to them, if there is anything we are doing at USAREC, at brigade, battalion or company level, that gets in the way of that success, you've got to tell us. If we are giving you the responsibility, but for some reason we're not giving you the authority or resources to execute that responsibility, then you've got to say so.

My job is to find any stumbling blocks and remove them.

A proven leader — the station commander — is a skilled recruiter. There is absolutely no reason why a station commander can't have a successful station. All they've got to do is muster their forces — their people, their resources — understand their market, and go to work and get it done.

And we will reward their success. For those who are not doing it well, that is now the responsibility of the various levels of leadership, to identify where the problems are. A good leader won't go down there with the idea that it's just a lack of motivation or that someone's lazy, but a good leader will go down there and try to analyze what the real problem is and solve it.

It could be that we just made a mistake. It could be that we have the wrong person in command of the station. But it's more likely a training deficiency, that the station commander lacks some training or resource to get the job done. That's what company leadership teams and battalion leadership teams are charged to do, to make sure that the station commander has the wherewithal to be successful.

I'm told the best medicine for stress in the recruiting business is success. If you can get the mission accomplished, that translates into better quality of life for the recruiter and family — lower

stress levels, more time to dedicate to personal matters and family. So my objective is to make more recruiters successful and I'm going to do that by way of making more recruiting stations successful.

I have so much faith in the NCO corps — there's nothing new here [in Success 2000], I didn't invent anything. People who are station commanders are those who enjoy responsibility, seek responsibility, and who

want to build a team that succeeds. A good station commander goes in and says, "We're going to do this together and we're going to be successful, and this is how we're going to get it accomplished." This has always been the case and it doesn't need to operate any differently.

I've been in two organizations now that were predominantly NCOs — there were only nine other officers in the SGM Academy. This is the only other Army organization that is predominantly NCOs. If I leave a legacy for recruiting, I hope it's that USAREC's NCO corps feels they are recognized for their skill and professionalism, that they feel they have the authority to do their job, and that the leadership Army-wide recognizes their contribution to the Army. That's something I want to accomplish — to ensure that our NCOs get the recognition they deserve and that they have the authority to get the job done. 🌐

'If there is anything we are doing at USAREC, at brigade, battalion or company level, that gets in the way of that success, you've got to tell us.'

What's happening with families

— A talk with family services coordinators

by Pearl Ingram, RJ staff



Virginia Curry, Houston Battalion Family Services Coordinator

In the Houston metro area, the hospital has offered a plan for family members, the Uniformed Services Family Health Plan (USFHP). The Sisters of Charity Hospitals that offer this plan have the recruiters enroll dependents, same as in an HMO. They are assigned a doctor and pay a co-payment when they go for care. Eleven states have it and it would be great if it was all over.

In the Uniformed Services Family Health Plan, the family member doesn't pay a deductible. They pay \$25 for emergency room care, \$5 for an office visit, \$5 for a prescription, and \$25 to enter the hospital. There is no claims paperwork to send in, and emergencies can go to any hospital because the family gets a membership card. The families love it. It is so popular in Houston that it has maxed the number of families the HMO will accept. They have now re-opened it to new families, however. New families have 60 days to decide to enroll.



Nancy Murphy, Brunswick Battalion Family Services Coordinator

One of our soldiers recently had a bill which had not been paid that should have been paid. He called the telephone number for CHAMPUS and got a recording saying to call back at five minutes after 8. When he called back, the line was busy. He continued to call but could not get through for two weeks. This is something I hear over and over from recruiters. And when they do talk to the claims adjusters, they have to talk to two or three different people and get two or three different answers. Under the new contract with AdminaStar Defense, the waiting time should have been cut down. This does not seem to be the case. It is a really touchy issue. So many of our soldiers are not near a military hospital.

CHAMPUS doesn't take care of preventive care, like school physicals. Our battalion encompasses all of Maine and all of New Hampshire. Our soldiers in the Bangor Company don't have an HMO. The HMO is limited to a 40-mile area. There is no program to take care of remote areas. The HMOs are available in metro areas only.

Another problem we have is that the doctors don't want to talk to you if you say CHAMPUS. They want their money up front. They even don't want to deal with the active duty. One soldier having chest pains was told by a doctor, "If you pay me up front, I will see you." The soldier explained, "The government will pay," but the doctor insisted on payment up front.

It has been very difficult with Fort Devens now

closed. Loring Air Force Base has also closed. Fort Drum has been very good with allowing the soldiers to seek most medical care in the civilian sector, but if the doctor doesn't want to use CHAMPUS, what can you do?

If the billing office puts an incorrect code on a bill, CHAMPUS sends it back. That's another wait for the bill to be paid. My suggestion to families is to get as much documentation as they can, then the claims adjuster can put in the correct code instead of sending it back and forth.

Another thing I do is a welcome packet. I send out a letter from the colonel, one from the sergeant major, and one from myself to the new soldier. We are getting more involved in family support group volunteers now with the funds made available from USAREC.

I am also getting more involved in the Family Advocacy Program, which deals with domestic violence — child abuse and spouse abuse. If there is any hint of abuse, it is my job to brief the commander and get in touch with the chaplain. The abuse is then reported and investigated. We are scheduled for more training on family advocacy in September. It is my understanding that we will then go out and teach family members.

There just doesn't seem to be enough hours in the day. Medical bills for active duty soldiers is a full time job. However, our (the Family Services Coordinators) biggest responsibility is to know how to refer family members and soldiers when we don't have the answer.

I have had many comments from soldiers that it is good to have one person to talk to on medical and family issues. I am always learning, and I can get information for the soldier so that he is not going in circles.



**Peggie McCool,
Montgomery
Battalion Family
Services
Coordinator**

Peggie has a new commander and executive officer who fully support the family programs.

"Everybody gets discouraged when CHAMPUS bills don't get paid," she said. "When you let the soldier know that you are staying on top of getting the bills paid, it frees them to concentrate on their work. Spouses get discouraged when there is no PX or military hospital. When they learn that there are others around them that are managing, it helps. I have been a military wife for 38 years so there's not many things I haven't been through myself, and I think that helps also."

"Family support is one of the hottest things going now. Recruiters are learning that we can really help them."

Peggie McCool, Montgomery Battalion

She feels her most valuable service to family members is encouragement. When a soldier or family member is in the hospital, she calls each day.

There are active volunteers in all companies of the Montgomery Battalion. Some companies have more than one volunteer. Christian Kirby, Huntsville Company volunteer, has been working on getting a company picnic together.

"In FY 92," Peggie said, "six battalions were given \$1,000 as a trial for reimbursement of child care during company training. Until that time, volunteers had to pay for these expenses. Now with all battalions receiving funding, we can purchase recognition items for volunteers. The family service coordinators are custodians for these funds with reports and receipts sent to USAREC."

"Family support is one of the hottest things going now," said Peggie. "Recruiters are learning that we can really help them. The family service coordinators are constantly looking for new resources for the recruiter. We can't always solve their problems, but we can direct them to the right resource."



**Robert Hall,
Santa Ana
Battalion
Family
Services
Coordinator**

We are having a lunch next month to welcome new members to the battalion and to help fortify family support groups and

recruit new members. This is a voluntary thing that will be just down the street from Disneyland. This is the first time we have done something of this nature.

We have a new commander and we will welcome his wife to our family support. We need to reinforce our family support group. We have had 28 members but some have moved on, and we are trying to replace them.

LTC Patrick Dunn (Santa Ana Battalion commander) came here in May. He has dedicated his services and support to the families. When the commander is concerned, other people become concerned. He wants a strong family support group.

Most people are within the local area and people on orders can now ride in government vehicles. For the first time we can pay our people mileage.

The most important thing that I am working now is education on the changes in health care. For young soldiers and their wives, this is all very confusing for them. I spend time educating them on how Delta, CHAMPUS Prime, and TriCare work. When you help young families save money, it is very rewarding.

Almost daily I talk with family members, sometimes two or three times a day for one reason or another. They have questions like, "How do I select a dentist? I need to see a specialist," or they may have Army Community Services type questions — some serious problems, some not so serious. It is good to be able to point them in the right direction. Our people are spread out here — 300 miles from the battalion headquarters. I do a lot of telephoning. I travel around to our six companies on a quarterly basis. I find out what kind of problems they have, make sure they are aware of changes, make sure I have the correct home address to send the battalion newsletter. It goes to every home.

If there were something about my job I could change, I would wish that it were mandatory that each family member come to a briefing. We send letters to all new spouses and invite them to the new recruiter orientation, a monthly briefing. Every staff

member briefs on how they support the recruiter. We invite the spouse. We don't get very much support. Often, later the recruiter may say, "I wish I had brought my wife." We pay for baby-sitting if the spouse comes to a meeting.

We are getting money from USAREC now. We never had money for recognition items for volunteers. We have so little to show in appreciation for them. I am giving tote bags with *Volunteers Make a World of Difference* printed on the bag.

An important role that family services coordinators play is as a neutral link between the soldier's family and battalion headquarters. Before we had family services coordinators, families had to talk to someone at company headquarters. Now they have someone at battalion who will listen and come up with a solution. They are reluctant to talk to the first sergeant about some issues. We have had several cases where we could help people before things got out of control.

USAREC has provided the family services coordinators with good training. We have been to suicide prevention training, child and spouse abuse training, as well as basic CHAMPUS training, and we annually go to a regional CHAMPUS course.

COL McGregor (the USAREC Chief of Staff) has been so good to us. He has taken us on as a pet project. He asks us what we need, and if it is reasonable and within his abilities, he gets it. 🍷

"If there were something about my job I could change, I would wish that it were mandatory that each family member come to a briefing."

**Robert Hall,
Santa Ana Battalion**

USAREC Family Programs



Across:

1. A plan involving issues to improve the quality of Army life.

Down:

1. A program to ensure family advocacy in the Army.

FAP or AFAP?

Sometimes you need a map to tell your FAP from your AFAP. The flood of acronyms in the family assistance programs can prove difficult without a "ground guide." Here are a few of the terms which you will encounter:

AFAP — *Army Family Action Plan* — a plan which directs actions to improve family programs, benefits, and entitlements for America's Army (active duty, Reserve Component, Army civilians, and the family members of each group.

FAP — *The Army Family Advocacy Program* — a program whose objectives are to prevent spouse and child abuse, to encourage the reporting of all instances of such abuse, to ensure the prompt investigation of all abuse cases, to protect victims of abuse, and to treat all family members affected by or involved in abuse so those families can be restored to a healthy state.

FSC — *Family Services Coordinators* — staff officers at battalion and brigade level who coordinate the requirements of the soldier and family assistance programs which include but are not limited to: relocation, exceptional family member, family member employment assistance, Army Emergency Relief, disaster preparedness, CHAMPUS and direct care, and budget assistance programs.

FSG — *Family Support Group* — an organization of family members, volunteers, and soldiers belonging to a unit, that together provide an avenue of mutual support and assistance, and a network of communication among the family members, the chain of command, and community resources.

NAF — *Nonappropriated Funds* — those funds not appropriated by Congress for the Army but can be used to support several types of soldier and family requirements to include: reimbursement of incidental expenses of volunteers working in the family program including their mileage, long distance phone bills, and child care costs; volunteer recognition events; and volunteer training expenses.

Nonappropriated Funds (NAF) for USAREC Family Programs

Nonappropriated Funds (NAF) for USAREC family programs have been available for several years. What is remarkable is the growth of the NAF and the expanded use of this special source of funding. During fiscal year 1992, the total amount of NAF for family programs was \$6,000 — \$1,000 for each of six battalions involved in a test program to reimburse child care costs for bona fide family support volunteers.

The amount grew to \$48,000 in fiscal year 1993 when all USAREC battalions were given over \$1,000 to reimburse child care costs of volunteers and family members receiving training. The biggest increase in support to USAREC was in fiscal year 1994 when the DA Community and Family Support Center opened the year with a \$48,000 start and later added another \$120,000.

The uses for the NAF expanded, too. NAF can be used to fund volunteer recognition events, purchase volunteer memorabilia, and reimburse volunteers for incidental expenses to include child care costs incurred while volunteering, long distance telephone calls, and mileage driven in a volunteer capacity. Child care costs for spouses attending official training such as initial orientation and annual training conferences may also be reimbursed with the family program NAF.

For further information contact your unit family services coordinator (FSC).

SITES Comes to USAREC

On Aug. 9, 1994, USAREC came on-line with one of the newest Department of Defense programs — Standard Installation Topic Exchange Service or SITES.

Each FSC at battalion and brigade level will receive a CD-ROM disc each quarter delivered to their office. Using this program, FSCs will be able to provide USAREC soldiers and family members with up to date relocation information on all US military installations. Info can be provided in two convenient formats: a paper booklet or a computer disc depending on the needs of the requestor.

SITES will replace the older paper welcome packets which were cumbersome, took up space in the in the originator's office, and were difficult to update. SITES is much more user friendly and is scheduled to be updated on a quarterly basis with information to include basics such as housing on and off post, transportation requirements, schools, businesses in the area, churches and shopping.

Since most recruiters are not stationed on military installations, they will request information from the DoD installation closest to their assignment. Detailed recruiters returning to installations or recruiters who will be living on an installation will have pinpoint information with which to plan their move.

While SITES is not designed to replace the responsibilities of relocation counselors or sponsors, it will give relocating USAREC families a "heads-up" on their next move.


Welcome packets

Spouses of newly graduated recruiters, welcome to Army recruiting. Have you received your welcome packet?

"We send out about 100 welcome packets a month to spouses," said Mr. Marty Skulas, chief of the Soldier and Family Assistance Branch.

A new recruiting spouse may never have had to use CHAMPUS, probably has never heard the term I - IIIA, and what the heck is a GSM and an RPI? All this information and more is included in the Spouse Welcome Packet that contains the following:

- **What are You Talkin' About?** — a dictionary of recruiting terms and acronyms.
- **CHAMPUS handbook** — a must read. Keep for reference when you are in an area that requires you to use CHAMPUS. The CHAMPUS handbook refers you to your Health Benefits Advisor (HBA) when you have questions. In recruiting, this person is the battalion FSC. Anyone at battalion headquarters can give you the Family Services Coordinator's telephone number.
- A list of CHAMPUS supplemental insurance policies companies. CHAMPUS supplemental insurance helps pay your cost-share, the 20 percent of the allowable charge that CHAMPUS does not pay.
- Health Services Command Pamphlet 40-4, **Health Care from Civilian Sources for the Soldier Assigned to Areas Without Federal Medical Treatment Facilities**. In recruiting, this is Direct Care. It covers the soldier and is not used by families.
- **Army Families** — a newsletter published quarterly by the Army Family Liaison Office, Army Pentagon, Washington, DC. It is distributed to recruiting brigades.
- **It's Your Duty** — a colorful brochure about the Active Duty Dependents Dental Plan, commonly referred to as DELTA Dental. It explains costs and coverage in dental care.
- **Some Things You Might Want to Know** — provides information for Army family members who volunteer as a family support group members. It gives a listing of Army regulations, pamphlets, and directives that Army family volunteers can use.

All of these will help families new to recruiting adjust to being an Army family in a civilian world. If you have not received your welcome to recruiting, call the Soldier and Family Assistance Branch at 1-800-223-3735, ext. 4-0759 or (502) 624-0867. 

The Way I See It

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

It seems like every time you turn around someone requires an extra form to be placed in the packet to require it to be a go, from pre-screening questionnaires, drug and alcohol statements, to extra blank police checks. It seems to me we are doubling our work when the same questions are asked on the 398-2 and 2246.

Chief of Staff responds:

The forms required for enlistment packets are outlined in Army Regulation 601-210, Regular Army and Army Reserve Enlistment Program, and the local commander's standard operating procedures.

The command is aware of many local commanders requiring additional forms in the enlistment application and is currently taking actions to simplify the process. A process action team was designated to develop and implement a system that would automate and streamline the production management system. The team, after considerable study, developed the Production Management Concept (PROCON), which is in the developmental stage at this point. This concept will automate most of the current forms used by recruiters, requiring only a one-time data entry. This concept should help alleviate the additional forms requirement.

A recruiter writes:

We need to make a fundamental change in the way we recruit for special missions. Currently, they're assigned to average recruiters along with their normal mission. For example, a recruiter is given a GA and a 91CC. The implication is that he is supposed to contract a 91CC that is a GA. What we are most likely to get is a GA.

What needs to happen is that we need to establish special mission recruiters. We already do this for nurse and technical warrant officer recruiting. Make one recruiter per battalion the 91CC/91VC recruiter, and we will be able to focus on that mission.

As with any mission, if you really want the mission to be accomplished, you have to dedicate a resource to it.

Or, will this fall under the much touted AMEDD Recruiting Brigade?

Chief of Staff responds:

Thank you for your comments. In this year of constrained resources, we are constantly looking for alternate business practices.

As you noted, the practice of using specific recruiters on special missions is being used for the nurse mission and for the technical warrant officer mission. Resource Management and Logistics Directorate is currently conducting a study on options to best accomplish the active duty 91CC and 91VC Army Civilian Acquired Skills Program (ACASP) mission. The issues of dedicated recruiters and placement of the mission are being evaluated.

Resources are a real concern. Every recruiter that is put on a special mission is one less recruiter working the enlisted mission for the command, resulting in higher write rates and larger areas for the remaining recruiters. This is especially true on the Reserve side of the house where we are faced with fewer AGR assets and a growing mission.

In summary, Resource Management and Logistics is conducting a study looking at the impact of dedicated recruiters for the ACASP mission. The answer may be dedicated recruiters in those areas where vacancies and market are sufficient to support a recruiter rather than one per battalion. The study results will be out late 4th quarter fiscal year 1994.

Again, thank you for your comments.

*How do you see it?
Send your comments
on the form on page 17.*

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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BUSINESS REPLY MAIL

FIRST CLASS MAIL PERMIT NO. 600 FORT SHERIDAN, IL

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Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
1307 3rd Avenue
Fort Knox Kentucky 40121 2726



Fold here first

A Family Issues Test

1. Which regulation furnishes guidance for volunteer reimbursement?

- A. Army Regulation 215-1
- B. Army Regulation 930-4
- C. Army Regulation 600-200
- D. Army Regulation 5-9

2. US Army Recruiting Command child care reimbursement funds must be used by the end of the fiscal year or turned in to Headquarters, US Army Recruiting Command.

- A. True
- B. False

3. Can nonappropriated funds be used to purchase birthday cards?

- A. Yes
- B. No

4. The Total Army Sponsorship Program is contained in _____.

- A. Army Regulation 635-200
- B. Army Regulation 600-8-8
- C. Army Regulation 608-3
- D. Army Regulation 608-10

5. In order for a volunteer to ride in a government vehicle for official purposes, the volunteer must have _____.

- A. A valid driver's license and a DD Form 1610
- B. An invitational travel order
- C. A signed volunteer agreement and a written job description which addresses riding in a government vehicle
- D. Both B and C

6. The new DoD automated relocation assistance program is called _____.

- A. RAIS
- B. RELO
- C. SITES
- D. CRAIS

7. CHAMPUS will pay for expenses incurred by a soldier for care received from civilian sources.

- A. True
- B. False

8. If a soldier receives emergency health care from civilian sources and he or she is given a follow-up appointment, the soldier needs prior approval before going to the follow-up appointment.

- A. True
- B. False

Sponsorship is a commander's program in which commander and individual sponsors are the key to success. The following questions will see how good a sponsor you are.

9. The sponsor will prepare a welcome letter to a soldier within _____ working days.

- A. 5
- B. 10
- C. 3
- D. 14

10. The sponsor will escort soldier and family members during all inprocessing.

- A. True
- B. False

11. What form will alert the battalion when a new soldier is coming?

- A. HQ USAREC Form 1657
- B. DA Form 1222
- C. DA Form 31
- D. DA Form 5434

12. According to 600-8-8, dated 1 July 93, who is responsible for ensuring sponsors are adequately trained to perform task related to sponsorship?

- A. Battalion commander
- B. Station commander
- C. Sergeant major
- D. First sergeant

13. Who is responsible for sending information on the local area including a list of housing facilities?

- A. Battalion commander
- B. Station commander
- C. Sponsor
- D. Sergeant major

14. Who is responsible for providing health care benefits training to soldiers and their family members?

- A. The Health Benefits Advisor for the unit
- B. The sponsor
- C. The first sergeant
- D. The sergeant major

(The answers to the Family Issues Test can be found on the inside back cover.)

Making it clear



Among the many issues surfaced at the Family Symposium, many of them involved misunderstanding of the pay and allowances incurred by recruiters.

Special Duty Assignment Pay (SDAP) is authorized for an enlisted member who is entitled to base pay and who performs duties designated as extremely difficult or involving an unusual degree of responsibility. Recruiters and drill sergeants are entitled to SDAP. The maximum rate of SDAP is level 5, or \$275 per month. The level of SDAP is based upon duty position and accumulated time in a special duty status. SDAP is paid based upon duty performed, not the geographic area in which it is performed.

Variable Housing Allowance (VHA) is authorized to assist members entitled to a basic allowance for quarters (BAQ) to help defray housing costs for members and/or dependents not residing in government quarters. VHA is paid based upon the permanent duty station (PDS) stated in the member's PCS orders. The amount of VHA paid is based upon historical data for the area of the PDS. VHA is not meant to cover all costs incurred in off-post housing; rather, based on area surveys, it should help with about 80 percent of the expense.

Cost-of-Living Allowance (COLA) is similar to VHA, but used in OCONUS areas.

Recruiter Expense Allowance (REA) is the reimbursement of expenses paid out of pocket by a recruiter performing official recruiting duty. The amount claimed can be up to \$75 per month based upon actual expense. The recruiter submits an expense sheet (DD Form 1164) that totals reimburseable expenses and is paid through his/her servicing finance office. Not all expenses are reimburseable, USAREC Suppl 1 to AR 37-106 lists all valid reimbursables. The claim can exceed \$75, with prior approval of the battalion commander.

Current **clothing allowance** for enlisted members is \$22.92 per month. While the consensus is that this is not enough for recruiters (because appearance is very important in recruiting), this problem cannot be resolved at the USAREC level.

Invitational travel orders may be issued to spouses at the option of the organization that holds the TDY funds. The spouse must participate in some orientation activity in order to justify the funding. 🌐

Still have questions? Contact your brigade S-1, Finance Liaison NCO.



by SFC Mark S. Kalinoski, Army News Service

Defense Under Secretary for Personnel and Readiness Edwin Dorn announced that the military is opening an additional 80,000 positions to women at a Pentagon press conference, July 29.

Included in that announcement were Army Secretary Togo D. West's and Army Chief of Staff GEN Gordon R. Sullivan's recommendations that the number of jobs in the Army open to women be expanded by 32,000 — an increase to 67 percent of those available in the total force, effective Oct 1.

"My job as the secretary of the Army ... is to recruit, to raise, to train, to support an Army composed of the very best people we can get," West said. "Changing the rule allows us to expand the pool of available talent, so we can get the best people."

The recommendations are a result of former Defense Secretary Les Aspin's Jan. 13 announcement that the so called "risk rule" be rescinded, and that the definition of "direct ground combat" be changed. Service chiefs were then tasked to apply the new criteria to all occupational specialties across the board and recommend which of those could be opened to women.

Army leadership immediately identified eight types of units for which women were previously ineligible, those being:

- maneuver brigade headquarters;

More Army jobs open to women

- division military police headquarters;
- chemical reconnaissance and smoke platoons;
- mechanized smoke platoons;
- engineer bridge companies;
- military intelligence collection and jamming companies;
- forward support teams of forward support battalions; and the
- Washington ceremonial unit.

Opening maneuver brigade headquarters allows women to serve as principal staff officers in organizations that have a colonel-level combat commander. Opening smaller units, such as division military police companies and chemical companies establishes parity in assignment opportunities for men and women in these branches, West's recommendation said.

Women are now also eligible for assignment to seven additional headquarters, in all specialties currently open to women:

- combat engineer battalion headquarters;
- armored cavalry regimental headquarters;
- HHC, 160th Special Operations Aviation Regiment;
- Special Forces group headquarters;
- Chaparral air defense artillery headquarters;
- divisional air defense artillery headquarters; and
- corps Avenger air defense battalion headquarters.

Further, West suggested three additional specialties be open to women: engineer bridge crewmember, combat engineer senior sergeant and field artillery surveyor. Also the opening of all conventional Army aircraft to women is complete.

Do women want these jobs?

"I think so," West said. "Our soldiers, whatever their gender, when offered the opportunity to serve their country, will seize that opportunity. That's what this really does. It gives more of us the opportunity to develop in the areas where we think we can make the best contribution."

West discounted media reports of "bitter internal debate" between himself and Army Chief of Staff GEN Gordon R. Sullivan over what units and positions women may occupy.

"We worked this decision together and we intend to oversee its implementation together," West said. "The issue occupied the world more than it occupied us. There were no disagreements or bitter debate between us."

There are no plans for yet another immediate round of reviews, but "It is always possible that through experience, the rule will get changed again," he said.

West's anticipated announcement has gotten a fair amount of attention from the media, but "in many ways this is nothing new for the Army," he said. "This is the Army going about its business every day — recruiting the best, training the best, and going out and doing the best for its country."

What this means to recruiters

■ The female floor for recruits was 14.8 percent. For FY 95, this floor has been increased to 18 percent.

While USAREC was able to access just over 18 percent females for FY 94, the expanded effort by the other services to attract females in FY 95, combined with the new requirement to have a minimum of 18 percent female accessions, will require constant effort by all recruiters and staffs to ensure the FY 95 floor is achieved.

At headquarters, Recruiting Operations is coordinating with PERSCOM to ensure female jobs are available and, through HRAP, will ensure new female soldiers are available to sell the Army message. Advertising and Public Affairs will increase advertising exposure time to the female market and increase illustrations of female job opportunities, to include ad placement in female magazines.

Recruiters, make sure the message gets out, loud and clear, that the Army has increased openings for female applicants.

Keep the pressure on to contact and enlist qualified female applicants for FY 95.

What happened

The Secretary of Defense has approved a recommendation to open 32,699 additional positions to women, effective Oct. 1, 1994.

In response, the Secretary of the Army and the Chief of Staff determined that the Army can open three new military occupational specialties and over 32,000 positions. As a result, 91 percent of the career fields and 67 percent of the total Army's positions will now be gender neutral. A significant expansion both in numbers and in professional development will occur as a direct result of these actions.

Additionally, women will be eligible for assignment to all open MOSs and AOCs (area of concentration in career field for commissioned and warrant officers) in selected headquarters effective Oct. 1, 1994.

The following units and skills will not be opened because they meet either the direct ground combat definition or one of the exclusion provisions. These units include infantry battalions, armor battalions, field artillery battalions, special forces battalions, ranger regiment, ground cavalry squadrons, forward air defense artillery batteries, combat engineer companies, and ground surveillance radar platoons (military intelligence).

The Army policy on the assignment of women (AR 600-13) will be rewritten.

As assignment opportunities for women are expanded, the Army has recognized the importance of training male and female soldiers to work together as a cohesive team. The Secretary of the Army and the Chief of Staff have approved gender integrated basic training. TRADOC will implement this program as soon as possible; it is expected not later than Oct. 1.

By opening additional positions to women there will be a substantially wider range of career opportunities for women while maintaining combat readiness of the force. This action sends a strong signal to soldiers and potential recruits that the Army is committed to affording everyone the best career opportunities so they can reach their full potential. The Army is *the* place to serve.





PFC Matthew G. Stiegman, a Hometown Recruiter Assistant, and SFC Velma J. Blunt double check the mountain of paper work that goes into an Army enlistment packet. (Photo by Marge Witt.)

HRAPing in Columbia

by Marge Witt, Baltimore Bn A&PA

■ Little did a Columbia (Md.) station recruiter know that what she did in November would turn around and come back on her, two-fold, by the end of April.

Newly promoted SFC Velma J. Blunt knew in November when she contracted a student, with four years of JROTC, that he was someone she would need to keep in touch with.

Hometown Recruiter Assistant PFC Matthew G. Stiegman impressed two of his former high school friends so much that they joined the Army.

"I kept in touch with Stiegman because he is a good person from this community. So I had him detoured from his unit at Aberdeen Proving Grounds, Md., to tour our community as a hometown

recruiter assistant for two weeks," said Blunt.

The best part about being a recruiter assistant was that Stiegman got to visit with his family instead of going straight from Aberdeen Proving Grounds to Korea.

"I got to dine with my grandparents. I visited with my mom, Tina M. Batey who lives here in Columbia and spent some time with my dad, Mark C. Stiegman in Pasadena," said Stiegman.

Stiegman, who turned 19 in May, said he likes the Army a lot. He attended basic training at Fort Knox, Ky., and advanced individual training at Aberdeen to work with power generator maintenance.

"But what I liked most at basic training was . . . they let me play with the big guns," he said.

Stiegman enlisted in the Army for three years and \$14,400 in educational benefits.

Under Secretary visits Tempe

by Paula Ramolno, Phoenix Bn A&PA

■ Even though Under Secretary of the Army Joe R. Reeder's visit to the Tempe Station was brief, it had a positive effect on everyone.

SFC Charles Evans, station commander, gave an explanation of the market analysis board and a briefing on paperwork, media information, and recruiting tools used at every recruiting station within Phoenix Battalion.

Reeder held an informal discussion on some of the following issues: What can be done to help recruiters make their mission; what kind of advertising should USAREC do to increase public awareness of the high standards the Army requires, and that the Army is still hiring. A few ideas discussed were modern equipment in stations so an applicant can discuss a high-tech Army and advertising showing soldiers using high-tech equipment.

Josh LeVay, a member of the Tempe Recruiting Station's DEP, was invited to share some of his reasons for choosing the Army.



SSG Michael Thorne greets Under Secretary Reeder at the Tempe Station. (Photo by Paula Ramolno.)

Advertising the Reserve

by Lynne Crawford, Columbia Bn
A&PA

Like most high school juniors, Koli Egemonye had a dream. She dreamed of graduating and attending Clemson University in South Carolina. She dreamed of traveling and meeting people from around the world. But Koli didn't just sit around dreaming, she realized she had a responsibility to make her dreams come true.

While Koli was a dreamer, she was also a realist. She knew she would need a way to pay for her education.

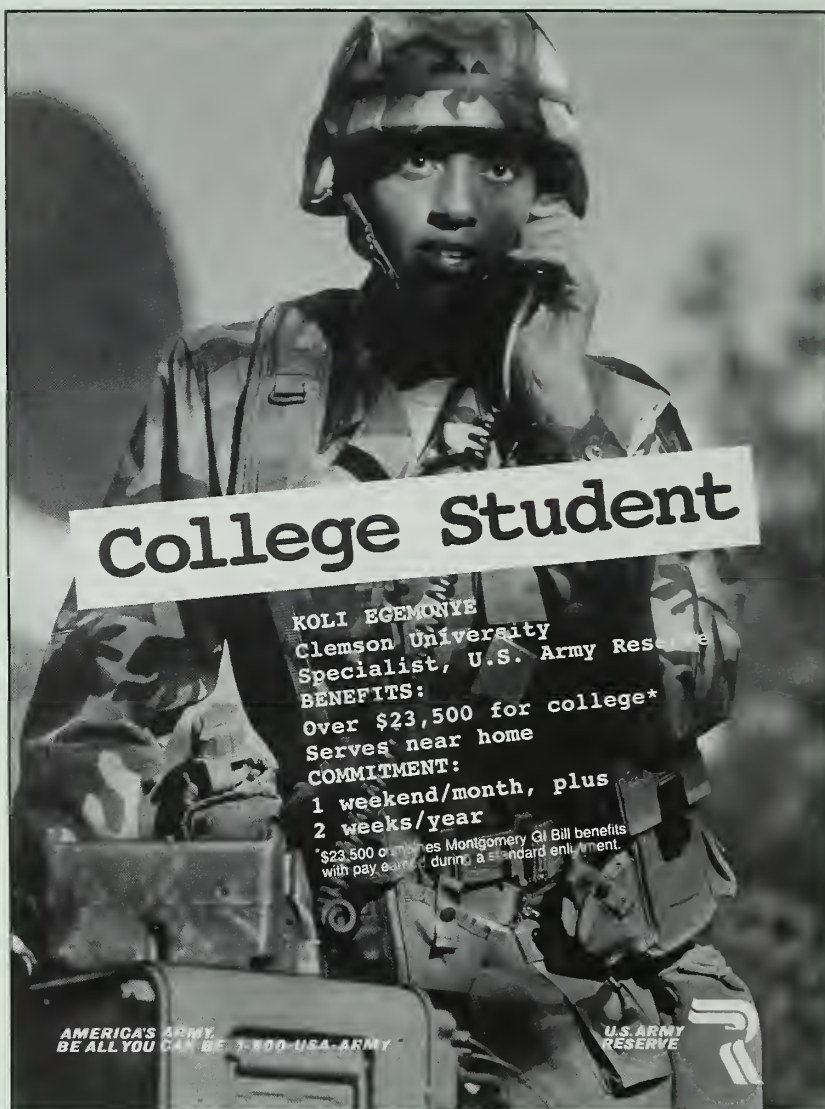
"I saw an Army commercial that talked about money for college and adventure and I decided to find out what was available," recalls Egemonye. "I have always felt a desire to serve my country, and I thought the Army would be a good experience."

Egemonye convinced her mother that the Reserve was going to provide her a way to achieve her dreams and enlisted as a Multi-channel Transmission Systems Operator. She had no idea that this decision would one day give her national recognition.

During Egemonye's junior year at Clemson and a specialist in the Reserve, her name was submitted as a candidate to model for an advertisement for the Reserve.

She was pleasantly surprised when she was finally notified that she was selected. "I was really excited about this opportunity," she said.

"The photo shoot was really fun, but it is hard work," she explained. "Ten hours of posing in full Army gear is exhausting." Though tiring Egemonye found the experience



The US Army Reserve gave Specialist Koli Egemonye a chance to model during a 10-hour photo shoot for the above poster. Koli enlisted in the Reserve as a multichannel transmission systems operator.

very fulfilling.

Besides the chance to model, the Army Reserve provided Egemonye with training in communications equipment operation. "The training really helped me with my computer hardware courses. My Army training had familiarized me with electronics," she said.

In addition to money to pursue her degree, Egemonye's job in the Reserve gave her an edge over other computer science majors.

She has experience and skills such as leadership, discipline, and motivation, which employers look for in employees.

She encourages others to look at the Reserve as a way to help finance college and learn a valuable skill.

Egemonye graduated in August, and she still has dreams about her future. Thanks to the Army Reserve, several of her dreams have become reality.

Students and soccer good for Houston

by Jeanne M. Fitzgerald, Houston BN A&PA

■ "After the Berlin Wall fell, I had the opportunity to cross over the border into East Germany to play an outdoor soccer match in the town of Frauenwald, 40 miles west of the checkpoint.

"As the first American to enter the town since World War II, I was greeted with enthusiasm by the local residents including players from the East German Army soccer team."

With these words, SFC Richard S. Gustafson, a recruiter with the Northshore Recruiting Station (Texas), expressed his pleasure at being received so warmly by former enemies, suddenly turned

friends.

Soccer has been a part of Gustafson's life since the age of 12 when he was in junior high school. "It's a very athletic sport requiring good physical conditioning and very little equipment. All you need is a T-shirt, pair of cleats, and a soccer ball," he commented.

Gustafson had an indoor tryout with a professional soccer team called the Atlanta Wallbangers. Although the new league had to suspend team play during tryouts due to monetary considerations,

Gustafson feels the time in Atlanta was well spent.

In 1971, Gustafson entered the Army and completed basic training at Fort Knox, Ky., followed by advanced individual training as a cavalry scout.

Gustafson served at many duty stations, but after serving in Vietnam, he left the military for the educational environment of the college campus.

But the allure of Army life was deep. So after nine and half years of civilian life, he once again raised his right hand and took the oath of enlistment.

After completing training in October 1992, Gustafson reported to Fort Benning, Ga., and as luck would have it, became captain and coach of the brigade soccer team.

Houston recruiting duty has been especially rewarding for Gustafson. Not only does he mentor and enlist qualified young men and women into the Army, but also assists the coach and plays soccer with students.

Recently, he's also been playing with the soccer team for individuals in the over 35 category.

"Sports, especially soccer, have taught me to be very competitive," Gustafson said, "or as the Army slogan states, be all that you can be."



SFC Richard Gustafson (left) center middle field kicks the ball to teammates during a league team match. (Photo by team member)



Cora Atkinson (center), a WAAC veteran, stands with SGT Hope Palmer (left) and SFC Donald Champigny (right), Ailef Recruiting Station during Armed Forces Day at Beechnut Manor Living Center. Palmer and Champigny presented Atkinson with an Uncle Sam poster and garrison cap to celebrate her service. (Photo by Jeanne M. Fitzgerald)

Family support group member volunteers

■ A series of fires that started during the Fourth of July weekend took the lives of 12 firefighters. The fires were all within the recruiting area of Denver Recruiting Battalion, Wheatridge Recruiting Company, Montrose Recruiting Station. The call went out to the community of less than 10,000 that a collection point was being set up by the Red Cross in Grand Junction, 60 miles from Montrose.

Alesia (Lisa) G. Barker, wife of SSG Gerald Barker, Montrose Sta-

tion commander, took a look around and saw a need to coordinate Red Cross efforts in Montrose. There were people in the community who wanted to give. Lisa asked her husband if it would be all right if she set up a collection point in the Montrose area.

But Lisa did not stop there. She wrote news releases letting the community know where to bring their donations. She also convinced the radio station to do a public service announcement to let people know what was going on.

Lisa took calls, picked up donations, and in some cases had her husband pick them up for her.

Lisa, one of two Family Support Group Representatives for the Wheatridge Company, knows what it means to be out there needing help, but not knowing just where to go to obtain it. The



Lisa Barker, wife of SSG Gerald Barker, Montrose Station, prepares donated items for transport to Grand Junction. (Photo by T. Martin Barnes, Denver Battalion A&PA)

Barkers have two sons, one who happens to be visually impaired. So giving is a way of life for her. When asked why she is doing all this she says, "Someone has to do it; why not me?"



BG Robert W. Roper Jr., Deputy Commander, US Army Recruiting Command, gives the traditional lei greeting to SGM (Ret.) Kathy Bailey, after presenting her with the Legion of Merit award. The presentation was made in February at a DEP function held at the Fort De-Russy Recruiting Station in Honolulu. (Photo by Ray Graham, Honolulu Company)

1. A center of influence (COI) is a person who gives of their time and presents testimony supporting the recruiting effort.

- A. True
- B. False

2. Who of the following are authorized to approve and sign waiver requests?

- A. Battalion commander
- B. Executive officer
- C. Acting battalion commander
- D. All the above

3. What is the waiting period for a civil conviction for a felony?

- A. One year from date of conviction
- B. One year since termination of probation or parole
- C. Two years since termination of probation or parole
- D. None of the above

4. The recruiting station commander will conduct formal weekly training. It is prudent to conduct the training at recruiting station level _____.

- A. For a minimum of one hour
- B. For a minimum of two hours
- C. For a maximum of two hours
- D. For a minimum of two hours or more frequently if needed

5. Station commanders will conduct performance counseling in accordance with the requirements of the new Non-commissioned Officer Evaluation Report (NCO-ER).

- A. True
- B. False

6. The final decision to terminate recruiter follow-up for a given prospect or applicant rests with the _____.

- A. Recruiter
- B. Recruiting station commander or the recruiting company first sergeant
- C. Recruiting company first sergeant
- D. Recruiting station commander

7. Even though a recruiter may deliver a perfect sales presentation, he or she may miss buying signals from the customer and ask for the order at the wrong time. Some never ask for the order at all. What is the corrective action?

- A. Listen to what the prospect says.
- B. Use trial closes.
- C. Always ask the prospect to enlist.
- D. All of the above

8. What is the requirement for senior male contacts by 31 August?

- A. 5 percent
- B. 10 percent
- C. 25 percent
- D. This is left to the discretion of the recruiting station commander.

9. Travel time to and from an appointment should be annotated in the planning guide.

- A. True
- B. False

10. The station commander is required to contact DEP members _____ days prior to ship date.

- A. 60
- B. 50
- C. 30
- D. 7

11. Which is *not* one of the five major terrain features on a map?

- A. Hill
- B. Spur
- C. Ridge
- D. Valley

12. When aiming the M18A1 Claymore Mine, the aiming point should be at ground level _____ meters in front of the mine.

- A. 25 meters
- B. 50 meters
- C. 75 meters
- D. 150 meters

13. Drinking a sufficient amount of water in cold weather is as important as it is in hot weather.

- A. True
- B. False

14. How deep should a fighting position be dug?

- A. Knee deep
- B. Waist deep
- C. Armpit deep
- D. No more than 4 feet deep

15. Which is *not* a symptom of heat stroke?

- A. Headache
- B. Dizziness
- C. Urge to defecate
- D. Seizures

(The answers to this month's Test can be found on the inside back cover.)



Protect your home and family

by John Bogle, USAREC Safety Office

Accidents within the home environment injure about 25 million people and kill more than 20,000 people each year. Not only is there a great risk of injury or death, but home accidents can prove to be costly too. Medical expenses and lost wages add up very quickly. Not to mention the physical and emotional suffering, which can never be measured in dollars and cents.

A family member's accidental injury can affect a recruiter's performance and, therefore, may affect the mission. If the soldier is on the job, and his or her mind is on their injured family member, the accident now has become a mission distractor. If the recruiter is absent due to a minor accident or a major catastrophe, it could prevent the meeting of potential prospects.

Safety in the home depends on a combination of attitudes and actions. It covers toy safety, bicycle safety, water safety, poison safety, prevention of falls, electrical safety and fire prevention, among other subjects. It includes: finding and fixing safety hazards, being safety conscious at all times, and knowing what to do in case of an emergency. The following safety precautions may prevent injuries, lost of life, and damage to property as a result of mishaps around the home.

Fire safety — Be certain that your furnace and water heater are working safely and efficiently. Store or dispose flammable liquids properly, keep your chimney clean, and be sure that all flue connections are clean and tight. In the kitchen, make sure the stove is clean and free from grease. Don't wear loose fitting sleeves when cooking and keep a multipurpose fire extinguisher nearby. Remember, smoke detectors can be your family's first line of defense in case of fire.

Whoops — Slips, trips, and falls are the number one cause of accidental death in the home. To this end, keep walkways clear and free of clutter, especially if elderly visitors are in the house. Maintain and use adequate lighting, wipe up spills, and keep stairs and their handrails in good shape.

Prevent a tragic accident in your home by considering **child safety** — install gates on stairs and doorways to such rooms as kitchens. This effort would help to keep your child from entering harms way.

Other safety precautions — Keep sharp and pointed objects out of reach. Beware of heavy objects. A child could pull furniture over, so anchor it to the wall. Keep heavy or breakable objects out of reach. If you choose to keep a gun in the home, store it away unloaded and under lock and key. Keep windows locked or if they can be opened, make sure you have secure screens. Don't forget, children can be poisoned by plants, glue, medicines, insecticides, cosmetics, gasoline, paints, solvents, household cleaners, rubbing alcohol and more! Take a tour of your home and leave no room for an accident.

A final note — Teach babysitters about home and child safety. Leave nothing to chance. Make sure the sitter knows what to do if there is a fire or any other emergency. Leave emergency numbers to include the telephone number where you can be reached. Remember your home is as safe as you make it, so protect it and your family.

Special Youth Attitude Tracking Study Being Conducted

by Wendell Wilson, PAE
Market Research Branch

■ Why has negative propensity to join the Army encompassed such a large part of our recruiting market? And, what, if anything, can we do about it?

Finding answers to these two questions became a major concern early in 1994. That's when we were first able to examine results of the latest Youth Attitude Tracking Study (YATS).

The YATS conducted in the fall of 1993 showed that military and Army positive propensity has declined continuously over the last few years. The graph on the next page shows the dramatic increase in the most highly resistant part of our recruiting market, the "definitely not's." Furthermore, we found the negative shift to be much more dramatic for some segments of the youth population than for others. For example, upper mental category (predicted I-IIIa) black men in the south showed a steep drop in positive propensity and a substantial increase in the proportion who say they would "definitely not" join the Army.

While the detailed analyses we conducted of the regular series of YATS surveys provided good clues about which groups in our market were causing most of the propensity decline, that was not enough. What we needed was a current survey to help explain why positive propensity (those who say "definitely" or "probably" when asked about their likelihood of joining the Active Army) has declined and why negative propensity (those saying "probably not" or "definitely not") has become so large.

The need for this information was particularly acute for key segments of our recruiting market. Our analysis of the YATS data provided insight into the

"what," "where," and "who" of propensity shifts, but it could not explain the "why." The special survey needed to be conducted because only when an understanding of the role of various market segments in the decline is coupled with an understanding of why the decline occurred can fully actionable countermeasures be developed to attack, combat or offset further declines and contribute to future recruiting success.

The special YATS is being undertaken by DoD's Defense Manpower Data Center (DMDC). Normally, DMDC is responsible for conducting the regular YATS surveys that support recruiting and manpower efforts by all the services.

In the special survey DMDC is using YATS methodology to obtain the sample, but asking questions specified by the Army. The YATS methodology involves random telephone digit dialing to obtain a nationally projectable probability sample and computer-assisted telephone interviewing (CATI) to collect the data. The CATI methodology utilizes on-screen prompts to interviewers, direct data entry, and complex questionnaire branching and skip patterns to obtain the data. The CATI method even schedules callbacks to help obtain data from as large a portion of the sampled respondents as possible. The special survey is targeted to interview a representative sample of 3,000, 16-to-21 year-old males.

Content of the special YATS survey includes the usual background and respondent profile questions to allow "slicing and dicing" of survey results. In addition, questions about educational accomplishments are being asked so that weights can be developed which will provide estimates for respondents predicted to be I-IIIs.

The telephone survey covers such topics as:

☐ education status

☐ employment status

☐ an unaided section on future plans

☐ an aided propensity section covering the likelihood of joining the military, joining the Active Army or carrying out stated future plans.

Other parts of the interview concentrate on:

☐ reasons for joining or not joining the Army

☐ whether a respondent's interest in joining the Army has increased or decreased

☐ reasons for his change in interest

☐ levels of agreement with statements about selected current events

☐ a section on advertising response and information seeking by the respondents

☐ a section on the role of various influencers on respondent attitudes about serving in the Army.

While propensity is a "what's in the mind" thing and not an action per se, research has shown it to be connected enough with the action of joining or not joining the Army to make it an index well worth watching. Results of the special survey will hopefully help identify some factors we can do something about. (Currently, we anticipate having topline results by late November or early December.)

These factors may relate to the positioning of our advertising message or projecting new ideas in the public policy arena. Or, they may provide clues to recruiters on attractions to be emphasized or obstacles to be overcome when selling the Army to various kinds of prospective recruits.

Even if some of the reasons why propensity is so tough are not within our control, the information can still be valuable. Knowing "why" may prevent us from attempting to implement a "cure" when it would not help and could hurt.

Decision Support System (DSS) Status Check Program

■ This program will allow battalions to conduct IRR status checks at their level. It will provide faster processing (red carpet treatment) for IRR transfer soldiers.

The test phase for this program got under way Aug. 8, 1994, in Baltimore, Maryland. The eight battalions designated to test the program are Baltimore, Philadelphia, Indianapolis, Atlanta, Chicago, Minneapolis, Portland, and Santa Ana. One person from each test battalion and brigade USAR Operations section reported to Baltimore on Aug. 10 for training. The test phase is the months of August and September, with full field implementation projected for Oct. 1, 1994.

To operate the DSS IRR Search software application each battalion USAR Operations section must install Windows 3.1 (which came with your USAR 486 computer system) and PROCOMM Version 2.4.2 on your 486 computer. The IRR Search application calls for the user to enter the Social Security Number (SSN) of the IRR to TPU transfer applicant. The SSN, or multiple SSNs, are stored in a data file until such time as the user desires to transmit the inquiry to the HQDA DSS for verification. Up to 50 SSNs may be transmitted at one time.

When the user directs the application to transmit the SSN for verification he or she simply specifies Transmit SSN for Verification through the drop down menu selection. The information is automatically transmitted to the HQDA DSS without further requirements, a query is run on HQDA DSS to produce the required information. The data is

downloaded to the user's personal computer (PC) and the user is automatically logged off the HQDS DSS mainframe computer. The user is able to retrieve and view the pertinent data through the IRR Search Application Viewer and print out applicable records for inclusion in the IRR transfer packet.

Members of the IRR ineligible for transfer to a Troop Program Unit (TPU) of the Selected Reserve without other action, required by AR 140-10, are not reported through the IRR Search software application. Reporting of IRR members through the IRR Search application does not preclude the requirement for the applicant to meet all provisions of AR 140-10 and USAREC policy/guidance (i.e., height and weight provisions of AR 600-9, MOS qualification, TPU commander interview processes, and so forth).

Validity of IRR to TPU Control Numbers/Forms

■ RECUSAR message 94-045, Part II, Validity of IRR to TPU Control Numbers/Forms, reiterates and changes IRR transfer control numbers and forms to facilitate uniformity.

As stated in USAREC 140-3, control numbers issued by HQ, USAREC, RCRC-PPS and Alpha Control Numbers issued by the USAREC Liaison Team at ARPERCEN are now valid for 30 days from date issued. However, it is imperative that the battalion Operations section verify that the soldier's ETS date exceeds the 6-month, 10-day requirement from date of accession. Immediate Reenlistment and Extension Control Numbers will remain valid for 10 calendar days only and must be

sent via facsimile to the USAREC Liaison Team within 48 hours of completion.

The validity period for USAREC Form 1028 is now changed to 30 calendar days of acceptance by the soldier's signature



in the soldier's signature block located at the bottom of the form.

Facsimile documents are authorized. GC will verify all data on ARBILD with all required documents. GC will check DA Form 4187, section V, "has been verified," and will place his/her name in the authorized representative block, sign, and date the facsimile copy. Original signed documents will be forwarded to the Rctg Bn within 24 hours. The statement "Accessed using fax copies" will be entered in section V (signature block) of the original DA Form 4187.

The facsimile documents will be placed in the USAREC Fm 794 along with the originals. The completed packet will become the residual packet and filed in the battalion's residual files.

Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.

Gold Badges

ALBANY

SFC Stephen Russell
SSG Brian E. McLean
SSG Paul S. Elmer

BRUNSWICK

SSG Maurice F. Doyon

DES MOINES

SGT Richard A. Byrd

GREAT LAKES

SGT John W. Farrier

HARRISBURG

SGT Patrick J. Groome

HOUSTON

SFC Anthony C. Kendrick

INDIANAPOLIS

SSG Luis A. Ramos
SSG Joseph F. Ramsey
SGT Andrew S. Herrin
SGT David M. Smith
SGT Fernando A. Carlisle
SSG Herbert D. Burnett
SGT Donald V. Archuleta

JACKSON

SSG Lemuel L. Brock
SFC Bennie L. Vaughn

JACKSONVILLE

SSG John S. Martin
SFC Clifford W. Strozier

LOS ANGELES

SSG Larry D. Nunley
SGT Hyong K. Kim
SSG Vaine Caldwell

MIAMI

SGT Jorge A. Galloza-Santiago
SSG Israel Echevarria Jr.
SSG Nelson Bonet

SSG Rickey E. Buis
SGT Carmelo O. Parrilla-Pagan

MINNEAPOLIS

SFC Harvey W. Mathis
SSG Bruce A. Leytham

NASHVILLE

SSG Jaime L. Rivera-Perez

NEW YORK CITY

SGT Antoinette Azevedo
SSG Anthony P. Biagianti
SSG Vincent Holley
SSG Jacqueline Turner
SFC Mark A. Barron
SSG Noel C. Osborne
SSG Matthew W. Atkinson

OKLAHOMA CITY

SFC Roland D. Edwards

PHOENIX

SSG Todd C. Blanton
SGT James J. Pfeifer
SSG Luis M. Esguerra-Padilla



RALEIGH

SSG Sylvester Bracey
SFC Charles B. Womack

SAN ANTONIO

SSG Gustavo Castillo

SANTA ANA

SSG Gary L. Petty Jr.

SEATTLE

SFC Gary D. Barton
SSG Dwayne L. Thomas
SSG Michael A. Cochran

TAMPA

SGT Scott Duty
SGT James L. Clapp
SSG Randall Grimme

Rings

BALTIMORE

SFC James D. Edwards
SFC Robert H. Black

CHICAGO

SSG Pauline P. West
SSG Robert J. Olson
SSG Eric L. White
SSG Lyn V. Austin

COLUMBUS

SFC Charles R. Franklin Sr.

GREAT LAKES

SSG Geoffrey W. Green Jr.
SSG Scott E. Young

INDIANAPOLIS

SSG Mark J. Craney

KANSAS CITY

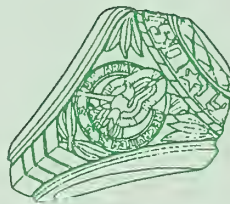
SFC Edward R. VanMeter
SSG Michael Hicks
SSG Rodman F. Genet
SFC Arlen C. Davidson
SSG William C. Beatty

LOS ANGELES

SSG Anthony J. Del Marto

MINNEAPOLIS

SFC Michael V. Trickey
SFC Gabriel K. Marko
SSG Joseph Kovach
SFC Rose M. Bulloch



NEW YORK CITY

SFC Sharon L. Flores

PHOENIX

SSG James W. Foxall
SSG Gilberto Robles-Pizarro
SSG John M. Rojas

PITTSBURGH

SSG Patrick T. Vetter

PORTLAND

SSG David Q. Dydasco

SACRAMENTO

SFC Homer L. Milstead
SSG Fred R. Fernandez

SAN ANTONIO

SFC Thomas L. Santistevan
SSG Kenneth Grey
SFC Tommie L. Hinton

SEATTLE

SSG Benjamin C. Lee

TAMPA

SGT Jimmy J. McCroskey

USAREC

SFC Ronald D. Listenberger

Team Excellence

ALBANY

Europe Company

BALTIMORE

Baltimore Company
Frederick Company
Washington
Company

BECKLEY

Beckley Company
Roanoke Company

COLUMBIA

Asheville Company
Columbia Company
Charleston Company

JACKSONVILLE

Savannah Company
Valdosta Company

MIAMI

San Juan Company

NEW YORK CITY

Brooklyn Company
NYC Metro Company

PHOENIX

Tucson Company

RALEIGH

Fayetteville Company

TAMPA

Orlando Company
Tampa Company

RSC Schedule

RSM September 1994

Cinema Van

ALBANY, 26 Sep
ATLANTA, 26 Sep
BECKLEY, 8 - 26 Sep
GREAT LAKES, 26 Sep
MONTGOMERY, 26 Sep
PHILADELPHIA, 19 - 26 Sep
SEATTLE, 30 Aug - 15 Sep

Cinema Pod

ALBANY, 15 - 26 Sep
DES MOINES, 19 - 26 Sep
SEATTLE, 12 - 26 Sep

Army Adventure Van

BECKLEY, 19 - 23 Sep
CLEVELAND, 2 - 8 Sep
COLUMBUS, 12 - 16 Sep

RSM October 1994

Cinema Van

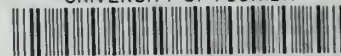
ALBANY, 27 Sep - 7 Oct
ATLANTA, 27 Sep - 7 Oct
BECKLEY, 27 Sep - 7 Oct
BRUNSWICK, 11 - 21 Oct
CHICAGO, 11 - 21 Oct
COLUMBIA, 11 - 21 Oct
GREAT LAKES, 27 Sep - 7 Oct
HOUSTON, 24 - 31 Oct
JACKSON, 11 - 21 Oct
JACKSONVILLE, 24 - 31 Oct
MINNEAPOLIS, 25 - 31 Oct
MONTGOMERY, 27 Sep - 7 Oct
NEW ORLEANS, 24 - 31 Oct
NEW YORK, 3 - 13 Oct
PHILADELPHIA, 27 - 30 Sep
PITTSBURGH, 17 - 31 Oct
PORTLAND, 3 - 14 Oct
SACRAMENTO, 18 - 28 Oct
ST. LOUIS, 11 - 21 Oct
SYRACUSE, 24 - 31 Oct

Answers to The Test

1. b, USAREC Reg 350-6, App G, G-1
2. a and b, USAREC Reg 601-56, 1-8
3. c, USAREC Reg 601-56, 1-8, b, (2)
4. d, USAREC Reg 350-4, para 2-12, e, (1)
5. a, USAREC Reg 350-7, para 8-7
6. d, USAREC Reg 350-7, para 4-25
7. d, USAREC Pam 350-7, 5-2, e
8. d, USAREC Reg 350-6, Table 3-1
9. a, USAREC Reg 350-6 App B, B-1, c, (3)
10. a, USAREC Reg 601-95, 1-4, I, (6)
11. b, STP 21-1-SMCT, 071-329-1001
12. b, STP 21-1-SMCT, 071-325-4425
13. a, STP 21-1-SMCT, 081-831-1043
14. c, STP 21-1-SMCT, 071-326-5703
15. c, STP 21-1-SMCT, 081-831-1008

Family Issues Test Answers

1. A. Army Regulation 215-1
2. B. False
3. B. No
4. B. Army Regulation 600-8-8
5. C. A signed volunteer agreement and a written job description that addresses riding in a government vehicle
6. C. SITES
7. B. False, Direct Care pays for soldiers
8. A. True
9. B. 10
10. B. False, only when needed
11. D. DA Form 5434
12. A. Battalion commander
13. C. Sponsor
14. A. The health benefits advisor for the unit



FLARE

College Student

KOLI EGEMONYE
Clemson University
Specialist, U.S. Army Reserve

BENEFITS:

Over \$23,500 for college*

Serves near home

COMMITMENT:

1 weekend/month, plus
2 weeks/year

*\$23,500 combines Montgomery GI Bill benefits
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